

**ARROWHEAD REGIONAL MEDICAL CENTER
SUMMARY**

<u>ENTERPRISE FUNDS</u>	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Revenue Over (Under) Exp</u>	<u>Staffing</u>
ARROWHEAD REGIONAL MEDICAL CENTER SUMMARY	155				
ARROWHEAD REGIONAL MEDICAL CENTER	156	428,667,537	429,198,732	531,195	3,507
MEDICAL CENTER LEASE PAYMENTS	166	42,090,345	42,090,345	0	0
TOTAL ENTERPRISE FUNDS		<u>470,757,882</u>	<u>471,289,077</u>	<u>531,195</u>	<u>3,507</u>



ARROWHEAD REGIONAL MEDICAL CENTER

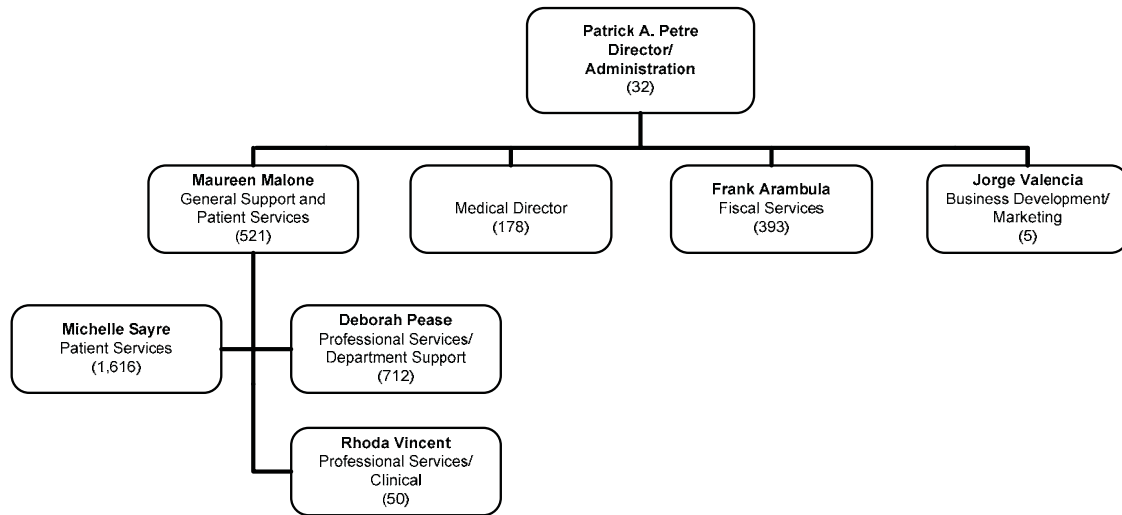
Patrick Petre

MISSION STATEMENT

The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare—a basic necessity of humankind—to the residents of San Bernardino County. We continuously strive to improve the health of the communities we serve and become the provider of choice for healthcare delivery and education.



ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Opened new state-of-the-art, environmentally-friendly Medical Office Building, September 2010
- Opened the Co-location Westside Family Health Clinic, March 2012
- Opened two additional Nursing Units on the Sixth floor
- Low Income HealthCare Program started January 1, 2012
- Health Care Facilities Accreditation Program (HFAP) – Arterial Blood Gas Laboratory
- New Post-Graduate training program for Emergency Room Physician Assistants
- American Heart Association, “Fit Friendly” designation, Gold Level
- California Department of Public Health (CDPH) – Patient Safety Survey
- American Society of Health System Pharmacists – Residency Accreditation Survey
- Health Care Facilities Accreditation Program (HFAP) – Accreditation Survey
- Implemented the Incentive Plan second year milestones



2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**GOAL 1: PROMOTE AND INCREASE COMMUNITY COLLABORATION AND INVOLVEMENT TO ENHANCE ACCESS TO CARE.**

Objective: *Collaborate with other county departments to maximize Low Income Health Program (LIHP). This program will optimize existing resources providing medical care to enrollees previously part of the County's W&I \$17000 Medically Indigent Adult program. Allow such designated departments to coordinate care to draw down federal matching dollars at a rate of 50% of cost. These funds will have the effect of reducing commensurate Safety Net Care Pool dollars, but overall provide for improved coordinated care that will equate to better patient outcomes.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Enrollment in the LIHP – ArrowCare.	N/A	N/A	20,000	12,000	20,000

GOAL 2: INCENTIVE PLAN

Objective: *The Incentive Plan, formerly known as Delivery System Reform Incentive Plan is a detailed plan for Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Required completion of all milestones of the four major categories to receive funding.	N/A	N/A	100%	100%	100%



SUMMARY OF BUDGET UNITS

2012-13					
Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Enterprise Funds					
Arrowhead Regional Medical Center	428,667,537	429,198,732		531,195	3,507
Medical Center Lease Payments	42,090,345	42,090,345		0	0
Total Enterprise Funds	470,757,882	471,289,077		531,195	3,507

5-YEAR APPROPRIATION TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Arrowhead Regional Medical Center	371,221,218	372,926,039	396,785,107	415,228,976	428,667,537
Medical Center Lease Payments	57,492,452	43,218,264	43,790,480	41,825,808	42,090,345
Total	428,713,670	416,144,303	440,575,587	457,054,784	470,757,882

5-YEAR REVENUE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Arrowhead Regional Medical Center	368,673,065	373,079,834	402,444,177	415,085,350	429,198,732
Medical Center Lease Payments	56,690,631	42,416,443	42,988,659	41,825,808	42,090,345
Total	425,363,696	415,496,277	445,432,836	456,911,158	471,289,077

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Arrowhead Regional Medical Center	(2,548,153)	153,795	5,659,070	(143,626)	531,195
Medical Center Lease Payments	(801,821)	(801,821)	(801,821)	0	0
Total	(3,349,974)	(648,026)	4,857,249	(143,626)	531,195



Arrowhead Regional Medical Center

DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a state-of-the-art acute care facility embracing advanced technology in all patient and support areas. ARMC offers the latest in patient care by providing a full range of inpatient and outpatient services, three off campus and one on campus community health centers, Department of Behavioral Health's inpatient activities and numerous specialty services. Freeway access, shuttle service and close proximity to an Omnitrans bus hub make ARMC convenient to county residents.

Budget at a Glance

Total Expenditure Authority	\$428,667,537
Total Sources	\$429,198,732
Rev Over/(Under) Exp	\$531,195
Total Staff	3,507

ARMC and Behavioral Health facilities are comprised of 456 (90 in Behavioral Health and 366 in ARMC) inpatient rooms, most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms, 8 trauma rooms and a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard Medi-Vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

The campus houses five buildings which also serve to outline the definitive services/medical center functions: Behavioral Health, Hospital, Outpatient Care Center, Diagnostic & Treatment and the Central Plant.

Inpatient Care: Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units within the General Acute Care Hospital, Behavioral Health Hospital and Home Health. Care is coordinated among multiple care providers responsible for patient care twenty-four hours a day. Nursing functions as a primary interface with patients, families and others, and is often the interpreter for the hospital experience and treatment plan. Education is a primary focus, and ARMC offers numerous Residency Programs for the training of physicians in Family Practice, Emergency Medicine, Surgery, Neurosurgery, Women's Health, and Internal Medicine.

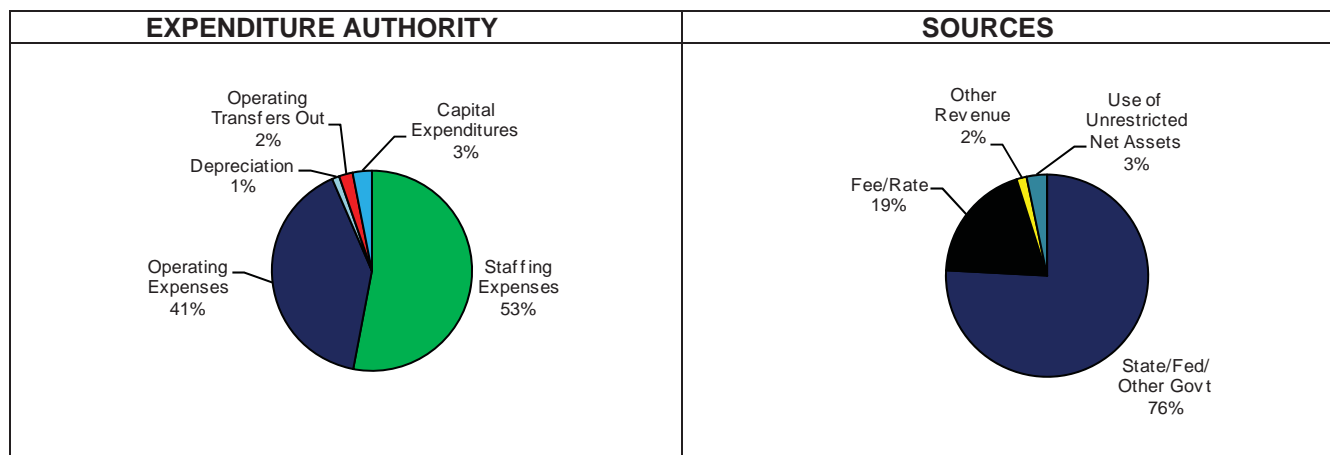
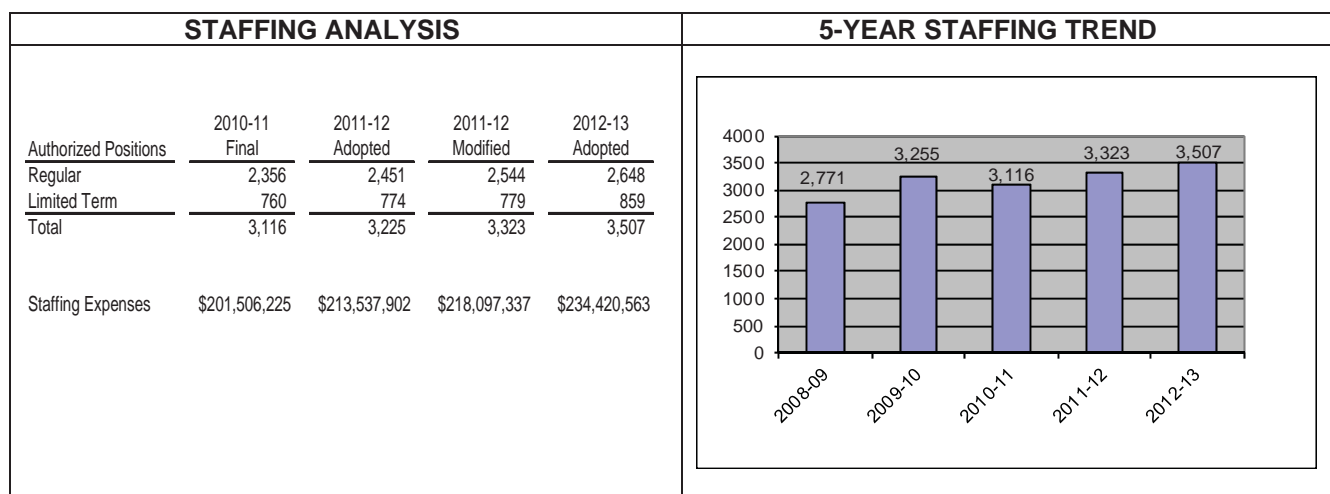
Outpatient Services: Outpatient Care is an integral part of our multifaceted healthcare delivery system offering a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting. Visits have exceeded 250,000 annually exclusive of the Emergency Room volume. Mobile services have been expanded to one Mobile Clinic and two Breath Mobile units for a total of three. This will allow clinical services to be delivered in outlying areas and county emergencies when it is needed.

ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for Medical and uninsured patients under disproportionate share and safety net care pool sources. These sources are provided primarily through the California section 1115 Waiver. The initial five year Waiver ended at the end of 2009-10. The new Waiver deal was implemented in November 2010. The impact of the new Waiver will increase funding, but not without new costs for infrastructure and performance to achieve outcomes.

Under the new Waiver, counties had the opportunity to develop coverage initiatives by implementing a Low Income Health Plan (LIHP). The County of San Bernardino created a collaborative of community stakeholders and county departments including Behavioral Health, Human Services, and Public Health that implemented the county's LIHP, ArrowCare. The contract with the Center for Medicare and Medicaid Services (CMS) was approved and started January 1, 2012. ARMC has been a key component in service delivery in the LIHP for physical medicine, and will be working with other county departments in preparing, through this program, for the transition to Health Care Reform in 2014. Incrementally, funding under the LIHP only represents a change in the financing mix and will net to zero since many of the current medically indigent patients in the will now be part of the LIHP.

A new funding source provided under the waiver, the Incentive Plan, is an innovative approach to provide an improved delivery system. The Incentive Plan will provide Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety. Incentive Plan funding is strictly tied to results and meeting of transformation milestones.



2012-13 RECOMMENDED BUDGET**BUDGETED STAFFING**

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administrative/Executive
DEPARTMENT: Arrowhead regional Medical Center
FUND: Medical Center

BUDGET UNIT: EAD MCR
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	203,139,752	200,762,686	201,506,225	215,606,040	218,097,337	234,420,563	16,323,226
Operating Expenses	165,903,110	198,507,388	168,352,555	172,452,710	183,122,335	179,180,768	(3,941,567)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	369,042,862	399,270,074	369,858,780	388,058,750	401,219,672	413,601,331	12,381,659
Reimbursements	(10,000)	(5,521)	(12,500)	0	0	0	0
Total Appropriation	369,032,862	399,264,553	369,846,280	388,058,750	401,219,672	413,601,331	12,381,659
Depreciation	7,123,217	3,918,546	4,086,742	4,940,244	5,349,304	5,271,990	(77,314)
Operating Transfers Out	8,479,467	8,454,106	9,808,735	8,000,000	8,660,000	9,794,216	1,134,216
Total Requirements	384,635,546	411,637,205	383,741,757	400,998,994	415,228,976	428,667,537	13,438,561
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	228,968,665	296,025,571	297,112,798	272,723,515	285,322,537	307,131,788	21,809,251
Fee/Rate	114,095,032	97,291,248	89,696,625	79,919,262	86,684,872	78,120,942	(8,563,930)
Other Revenue	6,260,931	(6,553,910)	14,660,124	6,813,036	5,395,762	6,576,002	1,180,240
Total Revenue	349,324,628	386,762,909	401,469,547	359,455,813	377,403,171	391,828,732	14,425,561
Operating Transfers In	40,026,440	39,880,010	974,630	37,988,000	37,682,179	37,370,000	(312,179)
Total Financing Sources	389,351,068	426,642,919	402,444,177	397,443,813	415,085,350	429,198,732	14,113,382
Rev Over/(Under) Exp	4,715,522	15,005,714	18,702,420	(3,555,181)	(143,626)	531,195	674,821
				Budgeted Staffing	3,323	3,507	184
Fixed Assets							
Capital Expenditures	7,270,737	6,304,355	2,627,788	11,953,368	10,423,522	13,723,993	3,300,471
Total Fixed Assets	7,270,737	6,304,355	2,627,788	11,953,368	10,423,522	13,723,993	3,300,471

BUDGET CHANGES AND OPERATIONAL IMPACT

During 2011-12, ARMC responded to increases in volume and changes in regulatory requirements by opening two additional nursing units and an observation unit. Increasing personnel was necessary to meet those demands resulting in increased staffing expenses. However, a portion of the increased costs will be offset in 2012-13 with the reduced costs for temporary help.

Staffing expenses have a net increase of \$16,323,226 and 184 budgeted positions over the current year's modified budget.

Operating expenses reflect a decrease of \$3,941,567 due primarily to the elimination of temporary help costs. The budget for this expenditure has been eliminated in the coming year as the permanent staffing has been established to allow the flexibility necessary to maintain required staffing levels. The reduction of this expenditure helps to partially offset the increase in staffing expenses.

With the current Medi-cal Waiver as a bridge to Healthcare Reform, the mix of revenues will continue to change. Overall revenue has increased with managed care revenue and higher Medi-cal reimbursements due to the increased volume.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of \$234,420,563 fund 3,507 budgeted positions.

Operating expenses of \$179,180,768 are comprised primarily of external provider care services for CMSP patients of \$16,802,872, medical indigent expense of \$2,290,240, patient food services of \$2,366,856, laundry and housekeeping of \$3,072,175, equipment expense of \$4,080,610, data processing of \$1,939,789, utilities of \$7,070,241, insurance of \$7,846,749, office supplies, printing/courier services of \$1,674,106, COWCAP of \$1,354,254, physician fees of \$29,852,967, purchased medical services of \$24,027,639, medical supplies of \$54,458,592, travel of \$842,922 and rent expense of \$7,507,491.



Operating transfers out of \$9,794,216 represents \$8,000,000 of ARMC's contribution from operations for the Medical Center Debt Service and \$1,794,216 of Capital Improvement Projects. A detailed description of the Medical Center Debt Service is available in the Health Administration's Medical Center Lease Payments budget unit.

Departmental revenue includes \$307,131,788 in state and federal funding primarily from Medicare and Medi-Cal, \$78,120,942 in current services from private pay patients and insurance, and \$6,576,002 in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other county departments and hospitals through the residency program.

Operating transfers in of \$37,370,000 reflect the Realignment contribution to ARMC for the CMSP impact to hospital operations of \$34,820,000 and \$2,550,000 for the Medically Indigent Adult program.

Currently, ARMC has an operating surplus of \$531,195. Management will continue to monitor operations for expense savings and operate within guidelines.

Capital expenditures of \$13,723,993 include \$9,286,969 for equipment, \$886,779 for Structure and Improvement and \$3,550,245 for lease purchase equipment. Major equipment acquisitions include an Angio/Cath Laboratory (\$1,403,468), a Multi-slice CT scanner (\$1,500,235), a Catherization Laboratory Replacement (\$1,518,105), and Meaningful Use Information Technology equipment (\$5,385,950). Major Lease purchases include a Hospital Network Switch System Refresh (\$966,711), a Citrix XenApps Server Refresh (\$1,270,316) and the replacement of Scanning and Archiving Computer Equipment (\$920,286).

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, there was a net 98 budgeted positions which were added as quarterly budget adjustments.

ARMC staffing increased a net 184 budgeted positions in 2012-13 from the current year's modified budget. A portion of these budgeted increases reflects the ARMC's participation in the Low Income Health Program and a Delivery System Reform Incentive Plan. Clinical positions totaling 10 for McKee Family Health Center and 11 for Fontana Family Health Center, respectively, were added in 2012-13 for these two programs. Additionally, 27 positions were added for a new observation unit. For the two new nursing units, there were 50 positions added in Med-Surg-6 Center, 39 positions added in Med-Surg – 6 South, and 45 positions added in Nursing Administration. Other departments had an increase of net 2 positions. These positions changes will lower costs for temporary help and overtime giving the department flexibility with scheduling. While the number of positions has increased significantly, many of the positions are part time positions that will allow ARMC to meet required staffing ratios in addition to scheduling flexibility. ARMC will also be implementing new technology systems for the new programs in preparation for Healthcare Reform and compliance with the Electronic Health Record.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	32		32	30	1	1	32
Gen. Support/Patient Svcs	399	122	521	418	62	41	521
Patient Services	1,161	455	1,616	1,213	275	128	1,616
Professional Services-Dept. Support	631	81	712	635	76	1	712
Professional Services-Clinical	42	8	50	35	13	2	50
Fiscal Services	369	24	393	332	39	22	393
Medical Director	11	167	178	166	4	8	178
Business Development/Marketing	3	2	5	4	1	0	5
Total	2,648	859	3,507	2,833	471	203	3,507



Administration		General Support and Patient Services		Patient Services	
Classification		Classification		Classification	
1 Administrative Analyst III		4 Assistant Nurse Manager		2 Ambulatory Clinic Manager	
1 ARMC Chief Operating Officer		1 Asst Hosp Admin - Behavioral Health		10 ARMC House Supervisor-Per Diem	
1 Assoc Hosp Admin Patient Services		1 Asst Dir of Respiratory Care Services		15 Assistant Nurse Manager	
1 Director Arrowhead Regional Med Ctr		4 Clinic Assistant		1 Asst Hosp Admin-Ambulatory Services	
1 Executive Assistant		9 Clinical Therapist I		3 Asst Hosp Admin - Nursing Services	
1 Executive Secretary III -Class		1 Clinical Therapist II		3 Burn Care Technician	
5 Fiscal Specialist		1 Clinical Therapist Pre-License		3 Certified Trauma Registrar	
1 General Services Aide		1 Contract Occupational Therapist II		1 Chief Nursing Officer	
3 Office Assistant II		35 Cont. Respiratory Care Practitioner II		95 Clinic Assistant	
2 Office Assistant III		4 Contract Surgical Technician		6 Clinic Supervisor-ARMC	
1 Office Specialist		1 Director of Respiratory Care Services		1 Clinical Nurse Specialist	
1 Personnel Technician		1 Health Education Specialist II		3 Cont Respiratory Care Practitioner II	
2 Secretary II		1 Hospital Risk Coordinator		2 Dialysis Technician	
1 Staff Analyst I		1 Hospital Services Worker		1 Education Services Supervisor	
1 Staff Analyst II		28 Hospital Unit Assistant		44 Emergency Room Technician	
1 Supervising Fiscal Specialist		12 Licensed Vocational Nurse-Per Diem		6 Float Pool Registered Nurse-Per Diem	
1 Office Assistant II		28 Licensed Vocational Nurse II		1 Health Services Assistant I	
7 Secretary I		1 Mental Health Clinic Supervisor		1 Hospital Customer Advocate	
32 Total		43 Mental Health Nurse II		1 Hospital Employee Health Nurse	
		6 Mental Health Nurse Manager-ARMC		2 Hospital Services Worker	
		2 Neurodiagnostic Technolgst II		91 Hospital Unit Assistant	
		1 Neurodiagnostic Technologist		3 House Supervisor	
		1 Nurse Educator		8 Licensed Vocational Nurse - Per Diem	
		2 Nurse Manager		80 Licensed Vocational Nurse II	
		1 Nurse Supervisor		1 Licensed Vocational Nurse III	
		51 Nursing Attendant		1 Manager,Wound Care Svcs & Hbc	
		2 Occupational Therapist II		1 Multimedia Coordinator	
		3 Occupational Therapy Assistant		10 Nurse Educator	
		8 Office Assistant II		1 Nurse Epidemiologist	
		8 Office Assistant III		11 Nurse Manager	
		1 Office Specialist		1 Nurse Recruiter	
		1 Patient Navigator		2 Nurse Supervisor	
		39 Psychiatric Technician I		81 Nursing Attendant	
		1 Pulmonary Function Specialist		3 Nursing Program Coordinator	
		1 Registered Nurse II - Clinic		44 Office Assistant II	
		67 Registered Nurse II - Per Diem		5 Office Assistant III	
		75 Registered Nurse II-ARMC		1 Oral Surgery Technician	
		1 Registered Cardio Pulmonary Nurse		4 Orthopedic Technician	
		27 Respiratory Care Practitioner 2		30 Patient Safety Assistant	
		6 Respiratory Therapist		3 Registered Nurse Case Manager	
		1 Respiratory Care Practitioner 2		22 Registered Nurse II - Clinic	
		2 Respiratory Care Practitioner 3		321 Registered Nurse II - Per Diem	
		3 Secretary I		586 Registered Nurse II-ARMC	
		1 Sterile Processing Technician		1 Respiratory Care Practitioner 2	
		1 Sterile Processing Technician 1		5 Secretary I	
		1 Stores Specialist		1 Secretary II	
		1 Supervising Office Assistant		1 Social Service Practitioner	
		7 Supvg Respiratory Care Practitioner		1 Staff Analyst II	
		1 Supvg Utilization Review Technician		84 Student Nurse	
		14 Surgical Technician		1 Supervising Office Specialist	
		4 Ultrasound Technologist II		11 Telemetry Technician	
		4 Utilization Review Technician		1,616 Total	
		521 Total			



Professional Services - Department Support

Classification	Classification
1 Administrative Supervisor I	3 Radiologic Technologist III
2 Air Conditioning Mechanic	1 Radiologic Technologist School
1 ARMC Bldg Maint and Secty Mgr	1 Radiology Manager
1 ARMC Ethics & Compliance Coord.	1 Radiology Supervisor
1 ARMC Facilities Project Coordinator	2 Registered Nurse II - Per Diem
1 ARMC Laboratory Manager	5 Registered Nurse II-ARMC
1 ARMC Safety Technician	4 Rehabilitation Services Aide
1 Assoc Hosp Adm Professional Serv	1 Rehabilitation Services Management
1 Autopsy Assistant	6 Secretary I
6 Bio-Medical Electronic Technician I	1 Secretary II
5 Building Plant Operator	72 Security Technician I
5 Clinic Assistant	10 Security Technician II
1 Compliance Specialist	14 Special Proc Rad Technologist 2
3 Contract ARMC Security Technician	1 Special Proc Rad Technologist 3
1 Contract Dietary Services Manager	2 Speech Therapist
1 Contract First Five Public Educ Coord	1 Staff Analyst II
3 Contract Occupational Therapist II	30 Sterile Processing Technician
10 Contract Physical Therapist II	4 Sterile Processing Technician 1
19 Contract Radiological Tech	2 Sterile Processing Technician 2
2 Contract Rehab Therapist - Speech	3 Stores Specialist
6 Contract Spec Procedures Rad Tech	1 Supervising Office Assistant
3 Contract Ultrasound Technician	1 Supervising Office Specialist
1 Contract ARMC Dentist	1 Supervising Phlebotomist
5 Cook I	4 Supervising Security Technicia
10 Cook II	2 Supervising Rehabilitation Therapist
3 Cook III	1 Supervising Bio Med Elect Technician
137 Custodian I	7 Supervising Custodian
2 Custodian II	1 Supervising Dietitian
1 Cytotechnologist	5 Supervising Laboratory Technologist
2 Cytotechnologist	1 Supvg Sterile Processing Technician
4 Dietary Services Supervisor	6 Ultrasound Technologist II
3 Dietetic Technician	1 Ultrasound Technologist III
9 Dietitian	1 Volunteer Services Coordinator
3 Electrician	712 Total
1 First Five Project Director	
4 Fiscal Assistant	
32 Food Service Worker I	
13 Food Service Worker II	
7 General Maintenance Mechanic	
4 General Maintenance Worker	
5 General Services Aide	
2 Histology Technician	
5 Hospital Plant Operator	
1 Hospital Environ Services Supv	
19 Laboratory Assistant	
32 Laboratory Technologist II	
8 Laboratory Technologist III	
3 Laboratory Technologist Intern	
6 Linen Room Attendant	
2 Maintenance Supervisor	
1 Medical Center Hskpg/Linen Man	
2 Nuclear Medicine Technologist	
1 Nurse Educator	
5 Occupational Therapist II	
2 Occupational Therapy Assistant	
35 Office Assistant II	
4 Office Assistant III	
2 Office Assistant IV	
4 Office Specialist	
3 Painter I	
27 Phlebotomist	
3 Physical Therapist Assistant	
9 Physical Therapist II	
2 Plumber	
1 Privacy and Compliance Specialst	
1 Radiographic Clinical Instructor	
15 Radiologic Technologist II	

Professional Services-Clinical

Classification
1 Assoc Hosp Adm Professional Serv
1 Asst Hosp Admin - Nursing Services
1 Asst Hosp Administrator Fiscal
2 Contract Home Health Social Worker
1 Cont Home Hlth Registered Therapist
1 Contract Home Physical Therapist
1 Conractt Home Speech Therapist
1 Home Health Aide
1 Home Health Supervisor
1 Home Hlth Admin - Clinical Svcs Dir
1 Librarian II
1 Library Assistant I
6 Licensed Vocational Nurse II
2 Medical Staff Coordinator
1 Mental Health Nurse II
1 Nurse Informatics Coordinator
1 Nurse Supervisor
4 Office Assistant II
3 Office Specialist
3 Registered Nurse II - Per Diem
7 Registered Nurse II-ARMC
1 Secretary II
1 Supervising Medical Staff Coordinator
1 Staff Analyst II
2 Tumor Registrar
4 Util. Review/Perform Impv Nurse
50 Total



Fiscal Services		Business Development/Marketing		Medical Director	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
4	Accountant III	1	ARMC Business Development Office	1	Administrative Supervisor I
4	Accounting Technician	1	Cont Mktg & Bus Dev Coord -ARMC	1	Contract Resident PGY III
1	Administrative Supervisor I	1	Media Specialist	13	Contract Resident PGY IV
2	Administrative Supervisor II	1	Photographer	2	Contract Resident PGY V
8	Applications Specialist	1	Secretary II	133	Contract Resident PGY VI
1	ARMC Chief Financial Officer	5	Total	18	Contract Resident PGY VII
1	ARMC Chief Medical Information Officer			7	Education Specialist
1	ARMC Medical Svcs Program Coord			1	Office Assistant II
1	ARMC Social Services Manager			1	Secretary I
1	Assoc Hosp Adm Professional Serv			1	Statistical Analyst
1	Asst Hospital Administrator Fiscal			178	Total
10	Automated Systems Analyst I				
1	Automated Systems Analyst II				
9	Automated Systems Technician				
2	Business Applications Manager				
1	Business Systems Analyst I				
4	Business Systems Analyst II				
4	Business Systems Analyst III				
2	Case Management Supervisor				
1	Clinic Assistant				
1	Cnt. Ancillary Receivables Mgr				
8	Collections Officer				
6	Cont Medi-Cal Specialist				
5	Contract Social Services Practitioner				
1	Contract Asst. Hosp. Admin - Fiscal				
1	Contract Asst. Hosp. Adm - Pnt Fisc				
1	Cont Manager Pre MediCal Qual Dept				
1	Cont Spvsr Pre MediCal Qual Dept				
1	Departmental IS Administrator				
26	Fiscal Assistant				
5	Fiscal Specialist				
1	General Services Aide				
2	Hospital Unit Assistant				
1	Licensed Vocational Nurse II				
1	Material Manager				
12	Medical Records Coder I				
7	Medical Records Coder II				
1	Medical Records Manager				
2	Medical Records Supervisor				
144	Office Assistant II				
13	Office Assistant III				
2	Office Assistant IV				
17	Office Specialist				
2	Patient Accounts Supervisor				
1	Programmer Analyst I				
1	Programmer Analyst II				
19	Registered Nurse Case Manager				
2	Registered Nurse II - Per Diem				
3	Registered Nurse II - ARMC				
6	RN Case Manager - Per Diem				
4	Secretary I				
8	Social Service Practitioner				
2	Staff Analyst I				
6	Staff Analyst II				
4	Storekeeper				
2	Stores Specialist				
7	Supervising Office Assistant				
1	Supervising Office Specialist				
1	Supervising Auto Systems Analyst I				
1	Systems Support Analyst II				
1	Utilization Review/Perform Imp Nurse				
4	Utilization Review Technician				
393	Total				



Medical Center Lease Payments

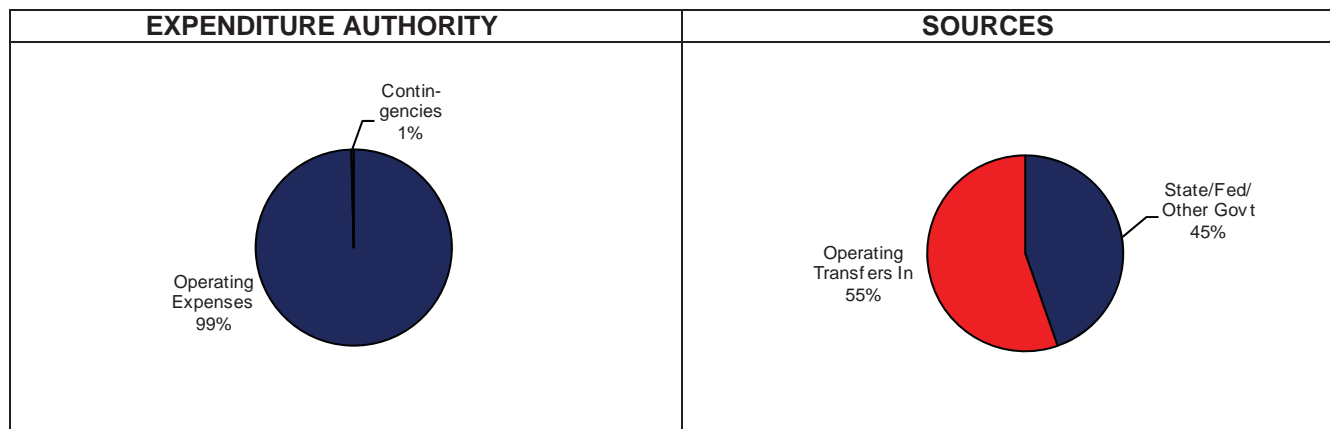
DESCRIPTION OF MAJOR SERVICES

This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732) that provides supplemental reimbursement for construction, renovation, or replacement of medical facilities or fixed equipment, operating transfers from ARMC representing Medicare and fee for service revenues, and operating transfers from the general fund backed by Health Realignment revenues and tobacco settlement proceeds.

Budget at a Glance

Total Expenditure Authority	\$42,090,345
Total Sources	\$42,090,345
Rev Over/(Under) Exp	\$0
Total Staff	0

2012-13 RECOMMENDED BUDGET



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Arrowhead Regional Medical Center
 DEPARTMENT: Arrowhead Regional Medical Center
 FUND: Medical Center Lease Payments

BUDGET UNIT: EMD JPL
 FUNCTION: General
 ACTIVITY: Property Management

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	46,928,209	41,619,740	42,988,658	41,648,136	41,653,763	41,918,300	264,537
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	172,045	172,045	172,045	0
Total Exp Authority	46,928,209	41,619,740	42,988,658	41,820,181	41,825,808	42,090,345	264,537
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	46,928,209	41,619,740	42,988,658	41,820,181	41,825,808	42,090,345	264,537
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	46,928,209	41,619,740	42,988,658	41,820,181	41,825,808	42,090,345	264,537
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	19,544,149	18,985,372	19,500,334	18,820,181	18,825,808	18,791,037	(34,771)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	971,000	0	0	0	0	0	0
Total Revenue	20,515,149	18,985,372	19,500,334	18,820,181	18,825,808	18,791,037	(34,771)
Operating Transfers In	26,413,060	22,634,368	23,488,324	23,000,000	23,000,000	23,299,308	299,308
Total Financing Sources	46,928,209	41,619,740	42,988,658	41,820,181	41,825,808	42,090,345	264,537
Rev Over/(Under) Exp	0	0	0	0	0	0	0
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$41,918,300 represent lease payments and associated fees and are increasing in accordance with scheduled lease amortization.

State, federal or government aid of \$18,791,037 is decreasing by \$34,771 based on the SB 1732 reimbursement formula. A portion of the medical center lease payments is reimbursed by the state through the Construction Renovation/Reimbursement Program (SB 1732). The amount reimbursed by the state depends on the allowable lease payments multiplied by a rate that is calculated by the state every year. The rate fluctuates based on actual Medi-Cal inpatient days paid to ARMC.

Operating transfers in of \$23.3 million are funded by \$10.7 million of Tobacco Master Settlement Agreement monies and \$4.6 million of Health Realignment. The remaining \$8.0 million represents revenues anticipated to be generated by ARMC to fund the remaining debt service lease payment.



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